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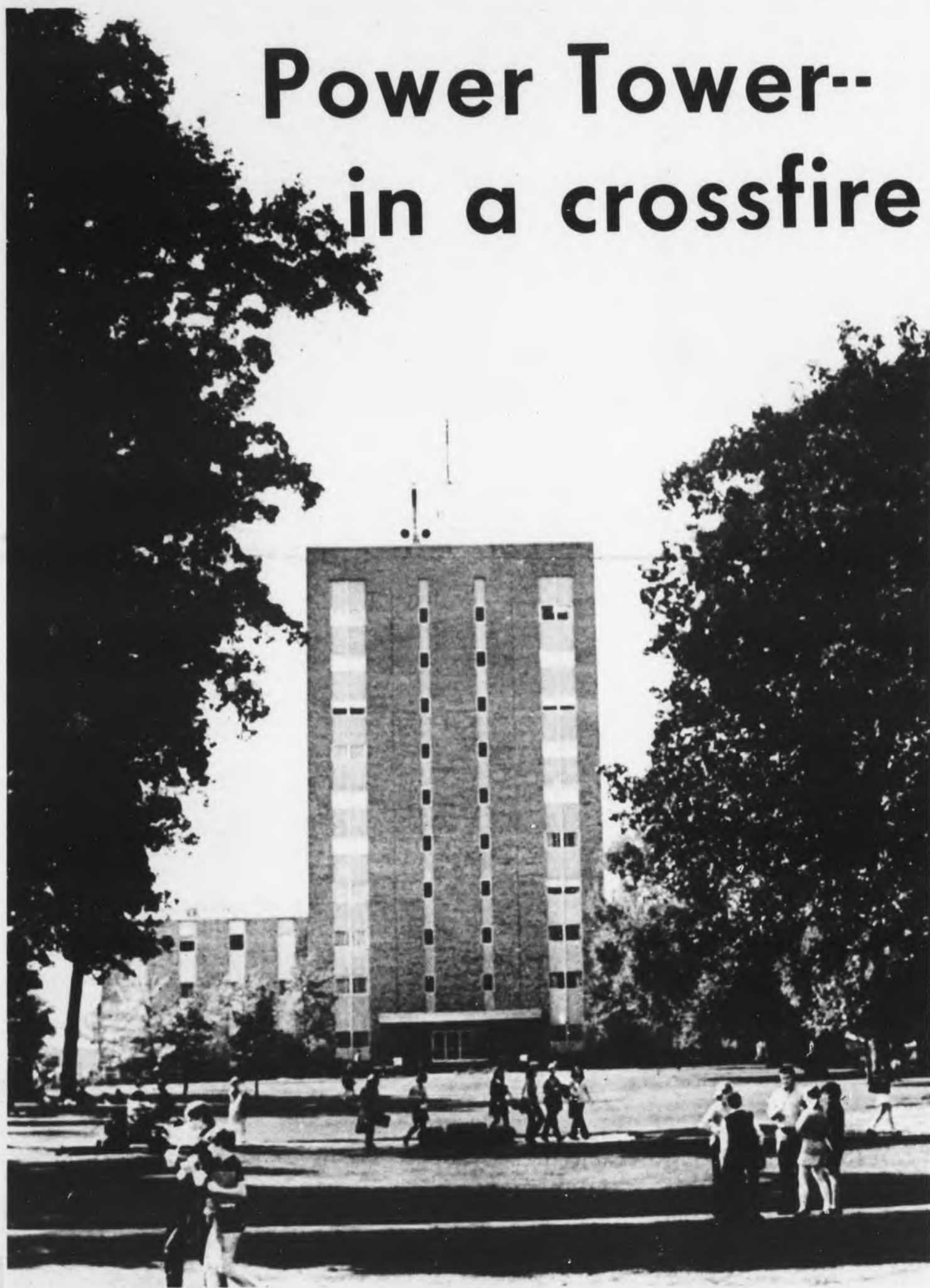
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Power Tower-- in a crossfire



The world is watching



By Rich Bergeman
News Editor

Keep your shoes tied, administrators of Bowling Green State University, the whole world is watching.

It's waiting for you to fall on your faces when those students you persist in defending eventually burn your precious University to the ground in one of their damn protests.

It's waiting for you to show a complete lack of responsibility to handle your own affairs, though you insist on running things your own way, so it can take over and demonstrate some good old legislative efficiency.

It's waiting for you to really bungle things so it can justifiably stop filling in those checks and sending them off to "our dear Bowling Green."

And finally, it's waiting for you to dam up those channels of communication that are already over-flowing, to over-react and stand just a little too firm, so it can scream "Pig!" before the bomb goes off.

Yes, administrators of Bowling Green State University, you're caught right smack-dab in the middle. Everybody's out to get you.

Dr. James G. Bond, you once said almost a year-and-a-half ago that the University must remain relatively free from political pressures.

"If it enters the political arena, we've had it, we simply can't function that way."

You may well have been right, Dr. Bond, and you may not have to wait much longer to find out. For the most political thing around today is your University.

The taxpayers are fed-up the legislature is impatient, the alumni are cautious with their money and the Lord only knows what the students will do.

You, Dr. Hollis A. Moore, Jr., have one helluva job to do. You recently mentioned that decision-making is a dynamic moving thing. It's nothing you can set down in 10 or 12 points, you said, but something you almost have to live.

You're going to have to live that dynamic decision-making that you've read and studied so much about in the U.S. Presidency, Dr. Moore, or this University will crumble beneath you.

But you know you can't do it alone. You need help from those around you. You said yourself that the vice presidents you inherited were very capable men, but you need capable men beneath them also.

And you need the structure of the decision-making process this University has built over the years. But you also need to reform it, trim it down, make it more efficient.

It's the structure of your University that

makes the decisions, which affect, in some way, all past, present and future decisions.

The more democratic this process is the more carefully considered and planned it will be. And the more planned, the more acceptance your University's direction will receive from that part of the world which understands and accepts only that which is laid out in the simplest form.

But there's a snag, for another part of that world watching you so intently, the students, see that democratic process of decision-making as only a tangling hindrance which prevents the crucial things from getting done NOW.

And you can't ignore them Dr. Moore; partly because they're right, but perhaps more importantly to you, because they're also powerful. It matters little that confrontation tactics may really hurt the students more than help.

If the time comes when they once again will want to carry a banner past the tangle of the system to get results, the consequences of destroying the democratic process and perhaps even bringing the rest of the world crashing in on their heads are neglected.

It is you who cannot neglect those consequences, Dr. Moore, you and your vice presidents. It's your job to lead; to preserve and to reform, to stand firm and to clear the way.

And you'll have to lead well, Dr. Moore, for Bowling Green State University is on the line.

THE BG NEWS

An Independent Student Voice

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This is their issue



Waggoner



Suopis



Bergeman



Fiedler

No doubt about it. Decision-making in a university such as Bowling Green is an extremely complicated process.

And nobody realizes this more than the team of News staffers who invaded the Administration Bldg. last week to compile the information for this issue.

Managing editor Glenn Waggoner and news editor Rich Bergeman trudged from floor-to-floor in the Power Tower, interviewing the people who by nature of their jobs are involved in decisions every day.

Assistant editorial editor Cindy Suopis also got in the act, filing a report on the person in charge of presidential secretarial duties.

And following faithfully behind was photographer Jim Fiedler...the man responsible for the pictorial side of today's 5th edition.

This is their issue.

Red tape makes decisions sticky

By Glenn Waggoner
Managing Editor

There's too much red tape, too many people to approach and opinions to seek before decisions are made.

That's assuming, of course, that a zealous reformer of the University knows where to start in the first place--no small problem in itself.

Recently a new ingredient has been added to the administrative stew.

It's the up-against-the-wall confrontation tactics used increasingly by students here and elsewhere--and it's creating a few headaches for the men upstairs.

The use of confrontation as a tactic to achieve goals is basically the bypassing of regular decision-making channels.

It's taking a problem to the top, and hoping for action before support dwindles in the ranks or law enforcement officers take a hand in the matter.

A seldom visible but important factor affecting the University community is how confrontation tactics, when used, upset regular channels of decision-making.

A number of administrators here admit that administrative decision-making is slow--probably too slow.

A continuing problem for any administrator is conducting the work of his office with as much speed as possible, but not at the sacrifice of the kind of planning that insures ideas are not half-baked and ever-short funds are not wasted.

"Regular channels may seem to block administrative reactions

to situations, but in our view they serve to allow all sides to be heard and all angles to be explored," said Dr. James Bond, vice president of student affairs.

A decision on policy made in the administration may, by necessity involve all four vice presidents, when the policy considered would affect each of their areas.

Other lesser decisions are often made at lower levels without the knowledge of the president or vice presidents. Take the recent bricking over of the campus security office windows, for example.

Proposed policy changes in administrative areas may begin with administration at the vice presidential level, or originate as far down in the hierarchy as departmental employees.

The goal is to provide anyone with an idea an ear to bend with it.

"Decision and policy making are continual give and take processes," explained Dr. Bond.

He noted, for example, how a tentative policy may be formed at the vice presidential level. This is transmitted downward for suggestions, then is re-formed at the vice presidential level with consideration given to the feedback from below.

While a proposed policy change is working its way upward through the administrative and committee structure, the proposal may also move laterally into related areas such as finance.

For the smooth functioning of the University, it is necessary that most policy decisions have support from all quarters before they are made final.

Spending a dollar on one project means less to be spent on lower priority programs.

The effects of spending or not spending must be gauged for effective planning--and it takes a lot of time.

An argument presented by Dr. Bond for the slow, deliberative decision-making process is the difficulty of "undoing" a wrong decision.

"Just look at the Vietnam war," said Dr. Bond, "and you'll see how hard it is to back out of a situation created by bad decisions."

So to guard against the likelihood of a bad decision, as many interest groupings as possible who may be effected by a change in policy brought in for

consultation.

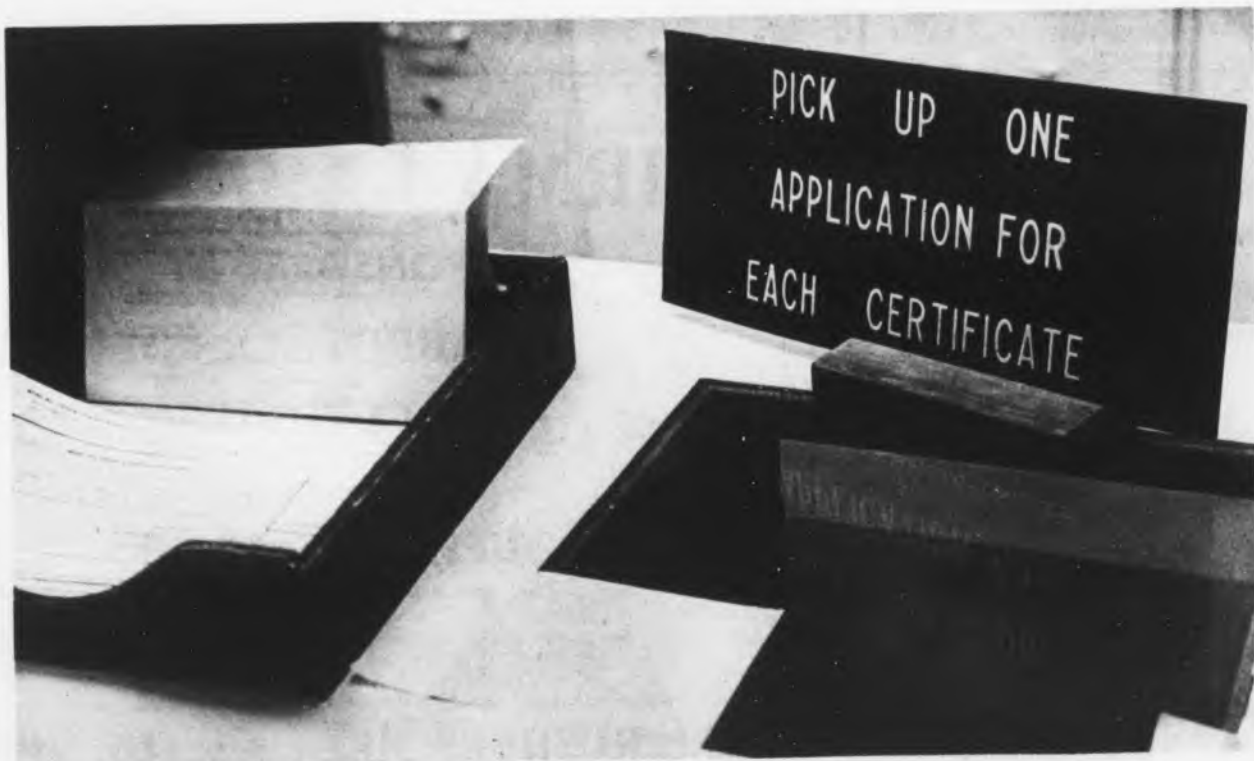
And in recent years, this has meant the addition of students to nearly all important University councils.

So what happens to this carefully deliberative process of making decisions when students knock on the presidential door with a list of demands?

"Continual operation of the University under such a crisis situation can get established procedures into such a state of flux that the institution falls apart," Dr. Bond stated.

Since confrontation situations also involve a limited amount of time for administrative reply, the careful planning given most decisions goes out the window.

(Turn to page 4.)





Confrontation often backfires

(Continued from page 3.)

"People have been struggling all summer to attempt to implement the decisions Dr. Jerome was forced to make on the spur of the moment last spring," University President Hollis A. Moore Jr. said.

Commenting further, Dr. Moore insisted that after positions are hardened in a confrontation situation, discussion comes to an end since groups forcing the confrontation have committed themselves in a public stand.

Also, normal channels of policy making become virtually nonexistent.

So the president must gather the power normally spread through the administrative ranks and with the aid of what advice he can muster, make the decisions.

The office of president brings with it the power to take almost complete control over the functioning of the University, if the president believes it necessary.

According to rulings set down by the Board of Trustees, the president has "full authority" to run the University.

Understandably, in the daily operation of the University much of the president's authority is delegated to the vice presidents and other staff members for application.

A president conducting the affairs of the university in normal times is expected to exercise his power as humanely, intelligently and democratically as possible.

It's situations when authority is used absolutely that people, especially students, get concerned about "power" in the negative sense.

In confrontation situations, university presidents have been called upon to use the full extent of that power they normally delegate.

As a result of the decision-making responsibility being

shifted even more on one man, confrontations actually encourage the concentration of power often criticized and feared by students.

And with the responsibility resting squarely on one set of shoulders, the chances of mistaken judgment are increased as compared with the give-and-take discussion of regular policy-making.

Still, for many, the use of confrontation seems to offer a better alternative to dealing with the "structure."

One condition for a good chance of success is that no opposing group exists with similar strength.

For then the basic question confronting administrators in normal operations would again come into play: whose interests must be considered, and how much weight should be given to each?

Also a question to be asked by

advocators of confrontation politics is how much could be lost for how much gain?

The publicity from campus unrest in this state has led to a taxpayer revolt in the form of the "campus riot act" and unwillingness to support spending for education. The universities also lose money from private donors upset with the disturbances.

Overall income to the universities tends to decline while costs for increased security, overtime pay and damage repairs take larger chunks from the institutions' budgets.

In a value judgement contest on what's best for the universities, a variety of pressure-oriented groups may believe they are winning a battle with administrators, while the universities themselves may be losing.

And when they lose, the students lose.

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ALL RUSHEES MEET AT THE HOUSE

They face many publics

By Glenn Waggoner
Managing Editor

While on the residence hall lecture circuit several years ago, former University President William T. Jerome III was fond of dropping the phrase "serving my many publics" on the ears of listening students.

An unspoken atmosphere of mild hostility would then set in, as his young audience thought, "what about the public right here in front of you?"

It would be great if the overwhelming concern of a university administration involved simply having the students' will being done.

Most administrators, including Eugene R. Wilson, director of development, would be happy to explain to any interested student that it's not so simple.

"Bowling Green State University can hardly be considered the master of its own destiny," Wilson remarked.

He likened the University community to a pyramid structure—the administration at the top and the students forming the base.

"From that viewpoint, it would appear that the only forces the administration had to cope with are the students themselves," Wilson said.

As a man who works closely in the field of alumni affairs, Wilson has a bigger pyramid in mind involving the University.

"I think students often lose sight of how we're part of the peak of a big pyramid with a vastly bigger base—the general public," Wilson commented.

"So consequently a university administration has to watch for

rumblings from this part of the pyramid's base, as well as unrest from the students."

And the public this year has rumbled, in the form of the campus "riot act," and general lack of enthusiastic support for higher education.

"It's been a real problem getting students to realize how outside forces can affect the University," Wilson said. "The fear on one side of East Wooster Street and the youthful concern on the other side is quite a startling contrast."

An important aspect of Wilson's daily work involves explaining events on the campus to the public and alumni, and in turn presenting feedback from the public to the administration for consideration in decision-making.

Alumni and the public mean money. And so close attention is paid to the moods and whims of the best sources of funds.

To aid in accomplishing his job, Wilson has direct access to the president of the University.

Another man-in-the-middle working closely with Wilson is James Hof, director of alumni and university relations.

Hof talks to a lot of people outside the University, does a lot of listening and takes mental notes on the ideas he encounters in those people important to the University—the ones with money.

Hof, or "Hofie," as he likes to be called, sits in on a lot of University committees involving all aspects of administration.

"I might go to a string of meetings where I don't have a care about what goes on," Hof said, "but then there are times when there is cause for real concern about the effects of a new policy on the alumni, and I can help explain what that effect



James Hof

might be."

Through these two men, a continual input of public and alumni feedback is pumped into administrative channels. Some conjecture on what these groups think is seldom left out of any policy discussions.

Another man paid to keep his ears unplugged is Paul Moyer, treasurer and assistant vice president of governmental affairs.

This soft-spoken administrator acts as a liaison between the administration and local and state governmental officials.

Moyer relays information on the University requested by governmental officials, and serves generally as the University spokesman to these officials.

For example, a recent task of Moyer's was to get a bill introduced into the Ohio legislature to transfer a piece of land from the city to the University near the Thurstin Street construction site.

In the course of such dealings, Moyer gets to know many of the legislators and sense the attitude these men hold toward university affairs.

"It's a two-way street," explained Moyer, "I give them what information is available to me, and also report what information I can gather back to the operating committee of the University" (the president and four vice presidents).

About the only means the administration has to fight against misconceptions and negative attitudes from without

is the use of persuasion—a tool with obvious limitations.

But the facts and opinions that administrators dealing with the University's external publics can gather are valuable inputs to an administration concerned by necessity with what the monied people want, as well as what the students want.

And it doesn't take a Dr. B.D. Owens, vice president of financial affairs, to realize the effects of a money shortage on the University.

"For that matter, as long as there is a program that lack of financing delays, there is never enough money for the University," explained Dr. Owens.

He continued that since a funds shortage is always a problem, bills that have to be paid, such as salaries, are handled first and the financial axe is applied to lower priority areas, such as the remodeling of University Hall.

Unlike the federal government, the University, by law, cannot deficit spend. So if the money is not on hand, lower priority projects don't get done.

Try as they might, the administrations of universities are losing ground in the fight to increase public favor and get a bigger hand in the purse as well.

The University administration these days too often finds itself hung in a precarious balance between the desires of the general public and the wishes of the students.

But over the past summer, the balance has been tipped further away from the students by the financial power of an increasingly irate public.



Eugene Wilson

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MASTERCHARGE ACCEPTED

He brings a new style

By Rich Bergeman
News Editor

Somewhere within the forest of resolutions passed over the years by the Board of Trustees, there lies an item 6 below Roman numeral I which reads like this:

"The President of the University is charged with the full responsibility and authority for conducting, directing and managing the affairs of the University consistent with broad policies laid down by the Board of Trustees and subject to all applicable laws..."

Because the Board's policies are, indeed, broad, what this simply means is that the president has power.

But is it so simple? For this power has to be exercised and directed in some fashion or other,

style of operation was that of a leader, and was generally popular among his four vice presidents. He gave them the latitude to act in his name, almost as though the vice presidents and Dr. Jerome together constituted the office of the president.

He was determined not to do everything, and therefore the vice presidents, at least in their own spheres, could act with a kind of semi-autonomy. They were not only the influencers but the originators of policy to a large extent.

Last spring, however, faced with a demanding crisis at the University, Dr. Jerome demonstrated that he had that power only a president can have to get things done when he has to, temporarily disregarding the

News Analysis

and this depends almost exclusively on the man—his style, his background, his philosophies.

He could be the leader, who generates a certain freedom of decision, responsibility and self-confidence among his vice presidents by his example, or he could be more the administrator, who exercises more authority in decision-making, involving himself more in the actual running of the University.

Both can bring good results, as well as bad.

No two men are alike, and no two presidents can operate exactly alike, a simple axiom which Dr. Moore realizes when he says he will try to be nothing more than himself as president.

Former President Jerome's

consequences.

But in the normal processes of the University, Dr. Jerome chose to spread out his power among "the team."

He proved to be strongheaded at times, however, when a major policy decision was ultimately his. When he was in one of his moods and felt he already had the answer, he would seek advice only to reject it. And occasionally, in the end, he would then change his mind. Though firmness may not have been one of his strongest virtues, fairness was.

President Moore has been at Bowling Green only three months, and it's difficult to judge his administrative technique and effectiveness on that basis alone, but he does have his own style.



He's a vibrant, active man, who seems more at home on the range. A student of history, and of the U.S. Presidency in particular, Dr. Moore has been reading from works by past-President Woodrow Wilson every day "as a discipline."

He was contemplating a book of his own on Wilson, who was also a past-president of Princeton University, but someone recently beat him to it. His speeches so far have abounded with quotes and anecdotes of numerous Presidents. Dr. Moore wants to keep the team-work effect Dr. Jerome achieved with the vice presidents, and their efficiency and capability played a large part in his decision to come here.

Although he likes the idea of surrounding himself with good men, he recognizes a problem of maintaining a little authority and direction himself without reducing the people around him to pawns. He is inclined to more activity than Dr. Jerome exercised in the decision-making process.

And the roles of the vice-presidents, for a while at least, may not be what they used to be for other reasons.

While Dr. Moore seems to seek advice and weigh it heavily before acting on most matters, there is the practical problem of working closely with vice presidents someone else has chosen.

Because it is usual procedure in such cases, a few changes in administrative positions may be forthcoming, once the new president is settled in his job.

It's no secret that there are those who aspired for the president's chair last year among Dr. Moore's administrative staff, and who could now be looking for avenues outside the University to advance themselves.

But whatever develops in the balance of authority in the future, Dr. Moore has a clear view of one unalterable condition of his job. It was a sign in the office of former U.S. President Harry S. Truman which says it best:

"The buck stops here."

The president's right-hand lady

By Cindy Suopis
Asst. Editorial Editor

The impossible dream of most young secretaries in the business world is to become the president's secretary.

But, reaching the top usually comes after starting at the bottom, followed by years of work.

Many go-getters by then slow their speed or come to a dead stop in the office of some balding low-level executive with an eye for short skirts and tight sweaters.

There are only a few who make it past the boss who wants triplicates of everything and a dozen golf balls polished every hour.

Miss Diane Asmus didn't go that route. She reached the top in a hurry—the top of the Administration Bldg. that is. There

she is busily engaged fulfilling the duties that go with being President Hollis A. Moore Jr.'s secretary.

Diane started at the top three years ago as a receptionist for Dr. William T. Jerome III. After greeting and ushering in countless visitors, she is now performing her secretarial duties in her tiny office adjoining the office of the new president.

But she is not alone. Two other secretaries have also reached the hallowed tenth floor domain, and now they do the greeting and ushering.

Routine chores consist of answering phones, opening mail, and most important, making sure Dr. Moore is where he is supposed to be when he is supposed to be there.

The president's secretary rarely has a "typical" day in the

office. Always pressed for time, especially when emergencies occur, undoubtedly results in a few unsharpened pencils. But you can be sure they will be sharp next morning.

"It is impossible to describe what happens. My job varies from day to day," Diane said.

Of course you never know who may be dropping in to see the president, and office visitors give Diane the opportunity to have some contact with the world beneath her lofty windows.

Students as well as University personnel and out of town guests add that variety to the job.

Diane apparently had little trouble rising to her present post.

And it's no wonder. Her youthful glow is strikingly evident in the president's suite. A nice way to begin a new administration.



Weather prevails in 14-14 tie

By Vin Mannix
Sports Writer

The "rain gods" turned Perry Stadium into a rainy wind-swept "splashbowl" Saturday afternoon, where Bowling Green and Dayton drenched each other in a 14-14 tie.

While the downpour caught some 15,000 fans including, all the high school bands assembled for Band Day, it collaborated with the wind, "the hawk," to really foul up both teams and their strategy.

"We were counting on having the wind at our backs for the fourth quarter," said Don Nehlen, Bowling Green's head coach. "When the last quarter began however, the wind changed directions and we still had it blowing in our faces."

"I was helpless the fourth quarter," he said. "We couldn't throw or run."

Helpless or not though, his Falcons carried a 14-7 lead through a scoreless third quarter and into a big part of the fourth on some sharp defensive plays.

Bowling Green's gang of

stoppers particularly had to show its stuff late in the fourth when a punt snap rolled to Tom Lawrence, the Falcons punter, and he got buried on the BG eight yard line.

The Flyers made it to the six with third and goal, when Dayton quarterback Ron Krechting rolled to his left trying to find a receiver.

Phil Villapiano, Bowling Green's ubiquitous defensive end, broke past his blocker and chased Krechting to the 19 where Phil dragged him down.

Nehlen later revealed there was a defensive breakdown on that play, presumably a Dayton receiver was left uncovered, and if it hadn't been for Villapiano, "Dayton had a score for sure."

The Flyers failed to pick up enough yardage on fourth down and Bowling Green's offense took over.

Vern Wireman, and his crew had been having their troubles sustaining an attack the second half because of the sloppy, windy field conditions and from deep in their own territory, they managed to hammer the ball out

to the 20 when they had to punt again.

This time the center snap spiraled back to Lawrence like it's supposed to...except it went through the punter's hands, and faster than you could say "Good God! Here we go again." Dayton set up shop on the one.

Leaving no time for defensive heroics, Dayton halfback Terry Miller dove over for the score and Bob Furia kicked the con-

version for a 14-14 deadlock.

"I decided to go for the one point conversion instead of the two pointer because I figured the monkey would be on Bowling Green's back," said John McVea, Dayton's head coach. "I knew that if they put the ball in the air we had a good chance to intercept the way our defense was playing."

However, Don Nehlen decided to hang onto "the monkey" by

running the clock out to end the game, accompanied by a chorus of "boo's" from the two hundred or so faithful who outlasted the rest of the crowd and the rain.

"I was thinking about going up into the stands and asking them what they'd like to do," said Nehlen.

It probably wouldn't have made much of a difference, because the "rain gods" and "the hawk" left no alternatives.



Newsphoto by Larry Follett

RARE SIGHT Saturday, was a breakaway run, but BG fullback Jerry Fields had one for 17 yards in the closing minutes, only to be followed by a 15 yard holding penalty.



Newsphoto by Larry Follett

UMBRELLAS CAME in all shapes and sizes and cheerleader Jack Harney had maybe the best one of all, Sharon Follett, but where or who was her umbrella.

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A 'no-blood' mess

By Denny White
Sports Editor

Pondering on the possible offensive impotency of both teams, Bowling Green head coach Don Nehlen suggested, Thursday, "It could be one hell of a mess between the 50's." And it was, including the sloppy 50-50 type verdict.

Even the post game conference press was a stalemate with the ornery wind and steady rain teaming up for the only apparent victory of the dismal afternoon.

"When they booted (with a minute left and BG running out the clock), I felt like turning and asking what did they want?" said Nehlen afterwards. "The ball was slippery and we couldn't throw; the field was muddy and they (Dayton) knew we were running, so what could we do?"

With 4:36 remaining, Dayton coach John McVay chose a single point conversion over a two point try from 1½ yards out and the score became deadlocked with Bob Furia's accurate kick.

But neither team had played "for" a tie. Both clubs had played "against" the weather.

"We wanted to put the monkey on BG's back, and 1½ yards is certainly not automatic against a big, powerful team like Bowling Green," figured McVay. "Our defense was doing a great job and we knew we would get the ball back two, maybe three more times."

"John (McVay) couldn't wait to turn the ball over to us because he knew we had to run and were having punting problems," countered Nehlen, who was wondering if McVay had anything to do with the wind shifting into the Falcons' faces in the crucial fourth period.

The sting of a draw in such miserable playing conditions did not seem as irritating to McVay, puffing a cigar and once joking, "I spent my first three years (at Dayton) trying to score against Bowling Green," as to Nehlen, facing the start of league competition without a win.

"How did you like (Gary) Kosins and (Tony) Vitale?" inquired McVay, greeting Nehlen at the post game conference. After forcing a short smile, the blue-toed BG skipper said, "Thank God, you didn't have them in there." (Both great Flyer runners were injured and out of uniform.)

"How did you like our passing game?" continued McVay and all Nehlen could think of was, "How did you like ours?" The glum-faced Falcon coach was suddenly a comedian. The passing statistics totaled 5 net yards on 2 completions in 16 attempts for BG and 49 net yards on 6-20 passing by Dayton.

Standoffs and even exchanges were prevalent this futile fall afternoon, both on the grimy gridiron and at the polite post game press conference.



ABOVE AND on the field, it was a dismal afternoon for Bowling Green. Fans peeked from beneath umbrellas (above) and defense dominated, as Dayton's Terry Miller scored the hard way (below) despite Bob Simmon's belated shoulder block.



Newsphoto by Larry Fullerton

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PERSONAL

Visit "The Loft", Gallery of fine arts, 104½ S. Main (above Isaly's) Tues.-Fri. 5-9, Sat. 11-6.

Do you need another friend? See our AKC longhair Dachshund Puppies 354-6935.

Fafhrd's brother please contact Jehan the Seneschal: object: monomachy ph. 353-3584.

May the "Sunshine" Bright and remain with me for all eternity. Happy Anniversary Baby. Love, Tom.

BUSINESS OPPORTUNITIES

Want help? Call 2-2081. Counseling Center, 320 Student Services.

Faculty wife wants babysitter every Monday 9-12 a.m. \$1 per hour. 352-7154.

RIDE

Ride Needed daily to BGSU from Perrysburg—874-3033. Will share expenses.

Need Ride to Cincy or Lexington Oct. 2. Will pay call Kathy 2-3824.

BROTHERS & SISTERS

The Student Development Program will interview those Black Students interested in doing recruiting work this quarter.

Students applying must be in good standing academically, and be personable.

CONTACT: Franklyn Jackson
315 Stud. Ser. Bldg.
372-2643

THE BROTHERS OF ALPHA SIGMA PHI

INVITE

ALL INTERESTED MEN

TO ATTEND OUR

OPEN HOUSE

8:00-10:00 p.m. TUES. & THURS.